

Message Text

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SUBJECT: MANAGEMENT AT NATO

REF: A. STATE 234223

B. USNATO 5845

NATO DIRECTOR OF ADMINISTRATION AND PERSONNEL HAS JUST LEFT WITH MISSION FOR QUOTE INFORMAL COORDINATION UNQUOTE THE DRAFT OF A MEMO WHICH HE PROPOSES SYG SUBMIT TO MINISTERS AT DECEMBER 1974 MINISTERIAL. (SEE PARA 3, REFTEL B). TEXT FOLLOWS BELOW. IN USNATO'S VIEW, MEMORANDUM WILL SERVE ITS PURPOSE SO LONG AS THE PRINCIPLE ESPOUSED IN PARA 4, I.E., NATO-WIDE COORDINATION OF FINANCIAL/BUDGETARY MANAGEMENT, REMAINS INTACT. WE WOULD APPRECIATE DEPARTMENT'S COMMENTS BY NOVEMBER 27.

BEGIN DRAFT TEXT:

SUBJECT: MANAGEMENT CO-ORDINATION AND PRIORITIES FOR USE OF RESOURCES WITHIN NATO

OVER THE YEARS, THE SCOPE AND COMPLEXITY OF THE TASKS WHICH FALL TO THE NORTH ATLANTIC TREATY ORGANIZATION AS A WHOLE HAVE GROWN CONSIDERABLY. IN PARALLEL WITH THIS TREND, THERE HAS BEEN AN EVER INCREASING DEGREE OF ADMINISTRATIVE CO-ORDINATION WITHIN THE ORGANIZATION, WHICH LOOKS TO THE NATO HEADQUARTERS TO TAKE THE LEAD IN ENSURING A UNIFIED APPROACH
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TO THE MANY AND DIFFICULT ADMINISTRATIVE PROBLEMS OF COMMON CONCERN. WE HAVE COMMON CIVILIAN PERSONNEL REGULATIONS, COMMON FINANCIAL REGULATIONS AND A SINGLE AUDIT SYSTEM. THERE IS A STANDARD CHARTER FOR NATO PRODUCTION AND LOGISTIC ORGA-

NIZATIONS. IN FINANCIAL AND BUDGETARY MANAGEMENT- WHILE THE SYSTEM OF CONTROLLING EXPENDITURE AND CO-ORDINATING PROCEDURES HAS FUNCTIONED WELL-THERE HAS BEEN NO CORRESPONDING MEANS OF ENSURING A SIMILAR APPROACH IN FORMULATING OVERALL REQUIREMENTS, DEFINING PRIORITIES AND ALLOCATING RESOURCES. WITHIN THEIR SEPARATE AREAS, A NUMBER OF COMMITTEES HAVE HAD TO MAKE RECOMMENDATIONS ON BUDGETARY PRIORITIES AND USE OF RESOURCES WITHOUT OVERALL CO-ORDINATION OR POLITICAL GUIDANCE.

2. AT A TIME WHEN ALL GOVERNMENTS ARE SEEKING TO CONTAIN INFLATION, CO-ORDINATED FINANCIAL/BUDGETARY MANAGEMENT WITHIN NATO WOULD SEEM INDISPENSABLE. THE COUNCIL WILL NO DOUBT WISH TO BE ASSURED THAT SUCH CO-ORDINATION BE ADEQUATE AND EFFECTIVE AND CARRIED OUT WITH DUE REGARD TO THE SPECIAL INTERESTS AND PREROGATIVES OF ALL NATO BODIES. I THINK THAT THE PRINCIPAL RESPONSIBILITY FOR MOVING TOWARDS THIS OBJECTIVE FALLS WITHIN MY PROVINCE. MINISTERS IN 1952 IN LISBON GAVE THE SECRETARY GENERAL A MANDATE "FOR ORGANIZING THE WORK OF THE COUNCIL AND DIRECTING THE WORK OF THE INTERNATIONAL STAFF/SECRETARIAT... UNIFIED AND STRENGTHENED SO AS TO PLAY AN EFFECTIVE ROLE IN THE INITIAL PREPARATION AND FOLLOW-UP ACTION IN ALL MATTERS FOR WHICH THE COUNCIL IS RESPONSIBLE"(1). THIS MANDATE WAS MODIFIED AND EXPANDED BY LATER DECISIONS(2). I ENVISAGE THIS

(1) C9-M/4(FINAL)

(2) C-M(56)127(REVISED), C-M(57)3; C-M(62)18; PO(63)135,
C-M(62)102

ADDITIONAL CO-ORDINATION BEING ACHIEVED, AS WITH ADMINISTRATIVE CO-ORDINATION, MAINLY BY CONSULTATION AND EXCHANGE OF VIEWS. THIS SHOULD LEAD TO COMMON RECOMMENDATIONS ON IMPORTANT ISSUES WHICH WOULD FORM THE BASIS FOR COUNCIL DIRECTIVES. DETAILED PROPOSALS FOR IMPLEMENTATION WOULD BE SUBMITTED FOR COUNCIL APPROVAL. THE APPROACH WOULD BE EVOLUTIONARY AND GRADUAL.

3. WHILE I HAVE NOT HERETOFORE HAD THE MEANS FOR UNDERLIMITED OFFICIAL USE
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TAKING THIS TASK, THE RESOURCES OF THE NATO HEADQUARTERS ARE TO BE AUGMENTED BY A SMALL MANAGEMENT CELL AS RECOMMENDED BY THE MANAGEMENT SURVEY OF 1971. IT HAS BEEN SLOW TO MATERIALISE BUT SHOULD SHORTLY COME INTO BEING. WITH THIS UNIT AND SOME INTERNAL REORGANIZATION, I BELIEVE I CAN GET STARTED.

4. GIVEN THE IMPORTANCE OF USING OUR LIMITED RESOURCES WISELY IN THE PRESENT CIRCUMSTANCES, I HAVE THOUGHT IT FITTING TO BRING THE MATTER BEFORE THE COUNCIL IN MINISTERIAL SESSION AND TO SEEK THE ENDORSEMENT OF MINISTERS FOR NATO-WIDE CO-ORDINATION OF FINANCIAL/BUDGETARY MANAGEMENT AND THEIR AGREEMENT THAT THE SECRETARY GENERAL SHOULD UNDERTAKE THIS

TASK ON BEHALF OF THE COUNCIL. END TEXT.

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